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PROGRAMME PLANNING

Programme evaluation in the United Nations: assessment of evaluation activities and proposals for strengthening the role of evaluation

Report of the Secretary-General

CONTENTS

		Paragraphs	Page
I.	INTRODUCTION	1	3
II.	EVALUATION ACTIVITIES, 1984-1991	2 - 33	3
	A. Self-evaluations, 1986-1991	2 - 12	3
	B. In-depth evaluations, 1984-1991	13 - 18	8
	C. Review of evaluation reports by intergovernmental or expert bodies	19 - 33	10
III.	RESOURCES FOR EVALUATION	34 - 45	13
	A. Capacity of evaluation units	34 - 42	13
	B. Resources for self-evaluation	43 - 45	18

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CONTENTS (continued)

	Paragraphs	Page
IV. FINDINGS AND RECOMMENDATIONS	46 - 66	18
A. Summary of main findings	46 - 51	18
B. Recommendations	52 - 62	19
C. Timetable for in-depth evaluations	63 - 66	21
Annex. Self-evaluations to be conducted during the period 1992-1997 ...		25

I. INTRODUCTION

1. The present report combines the two reports placed on the provisional agenda of the thirty-second session of the Committee for Programme and Coordination, namely: the reports of the Secretary-General on the strengthening of the evaluation role and the application of evaluation findings in programme design, delivery and policy directives and on the timetable for future in-depth evaluations. 1/

II. EVALUATION ACTIVITIES, 1984-1991

A. Self-evaluations, 1986-1991

1. Coverage of self-evaluation

2. During 1986-1991, the self-evaluation system was implemented on an elective and experimental basis. The percentage of subprogrammes evaluated during that period was low for most of the organizational entities, except for the Economic and Social Commission for Asia and the Pacific (ESCAP) and the United Nations Conference on Trade and Development (UNCTAD), both of which evaluated over 80 per cent of their subprogrammes. Table 1 below shows the total number of subprogrammes, the number of subprogrammes evaluated, and the percentage of subprogrammes evaluated for the four sectors. During the current medium-term plan for the period 1992-1997, almost all the subprogrammes are planned to be evaluated at least once. The self-evaluation schedule for 1992-1997 is presented in the annex to the present report.

Table 1. Subprogrammes covered by self-evaluation, 1986-1991

Sector	Total subprogrammes	Number evaluated	Percentage evaluated
Political, legal and humanitarian	74	8	11
Public information	3	2	67
Economic and social	334	147	44
Common services	61	13	21
Total	472	170	36

2. Methods of data collection

3. The frequently used methods of data collection and the number of evaluations which used such methods were: review of documents and internal records (142), questionnaire (63), and open-ended informal interviews (23). Thirty-five evaluation reports employed both review and questionnaire techniques. Other methods utilized by some units were: analyses of publication sales figures, and of requests for publications and advisory services, and analysis of press coverage.

4. A total of 63 subprogramme managers attempted to use data from questionnaires in evaluation. However, a low response rate was often mentioned as one of the difficulties encountered during the self-evaluation exercise. Many managers, however, dismissed the questionnaire as a useful tool without trying to raise the response rate. One exception was the United Nations Statistical Office in the Department of Economic and Social Development of the Secretariat, which followed up a mailed questionnaire with fax and telephone calls, and was able to raise the response rate to 63 per cent.

5. It was reported by many that response rates to questionnaires inserted in publications were low and therefore they did not generate meaningful data. However, the Population Division in ESCAP used this type of questionnaire to collect important information on its publications. For example, although the response rate to one questionnaire was low, the proportion of replies, numbering 403, matched closely the country and regional distribution of the publication concerned. Based on the analyses of respondents, the Division was able to identify the main users of the publication. The same questionnaire was also instrumental in gathering information on other important aspects, such as the identification of priority areas. UNCTAD also reports that replies to questionnaires inserted in its substantive publications have provided a good general source of feedback. The results of analysis of those replies are stored in a database in the Programme Coordination and Evaluation Unit. The Unit periodically makes an overall assessment of readership surveys based on those replies as well as on responses to other mailed questionnaires.

6. In spite of the low response rate, a number of managers were able to collect useful information from questionnaires by asking specific questions. However, there were still a considerable number of questionnaires that asked only questions of a general nature, such as the overall quality or usefulness of a publication or a workshop. This may lead managers to conclude that their publications or services are favourably viewed by users. It is well known that for a survey of free products, the response is almost always positive unless the survey questionnaire asks a series of penetrating questions. 2/ Proper sampling is also important to make the data more reliable. It is therefore necessary to continue to give training in the formulation of questionnaires and in sampling techniques.

3. Quality of self-evaluation reports

7. The quality of conclusions and recommendations in self-evaluation reports was greatly influenced by the methods of data collection employed and ability to use them effectively. If managers were able to ask specific questions or able to glean important information from the available sources, they developed good strategies for improving the subprogramme performance. Judged against the criteria that conclusions should be supported by reasonable evidence and recommendations should be specific and feasible, the quality of self-evaluation reports of those organizational entities having their own evaluation officers is in general higher than others (see sect. III below for entities having their own evaluation units). In particular, a large percentage of the self-evaluation reports of the Economic Commission for Africa (ECA), the United Nations Environment Programme (UNEP) and the International Trade Centre/UNCTAD/General Agreement on Tariffs and Trade (GATT) (ITC) contained self-critical assessments and good strategies to correct whatever problems existed. Some reports of other entities were also frank about the performance of the subprogrammes concerned. These reports clearly demonstrate that self-evaluation is in fact viable.

4. Issues covered by self-evaluation

8. Table 2 below shows issues commonly addressed by self-evaluation, the total number of self-evaluation reports which examined these issues and the percentage of reports of adequate or good quality among them. The majority

Table 2. Issues for evaluation

Issue	Number of reports addressing the issue	Percentage of reports assessed by the Central Evaluation Unit as of adequate or good quality
Usefulness of output/service	71	56
Programme design	70	60
Quality of output/service	68	62
Resources	53	70
Utilization of output	42	55
Distribution of output	41	73
Implementation process	37	81
Coordination	33	55
Needs assessment	14	93

of the reports address a combination of two or more of the above issues. It appears that managers of subprogrammes are interested in assessing the usefulness and quality of their outputs and services. The percentages of good or adequate self-evaluation reports for assessing these aspects are, however, relatively low. One reason may be due to the fact that managers typically employed a questionnaire as a means of data collection, but did not make enough effort to raise the response rate. Of the reports evaluating the programme design, about 60 per cent had accepted all the elements (i.e., problems addressed, objectives and strategies) as they were stated in the medium-term plan and assessed the relevance of their activities against these elements. The rest attempted to evaluate the relevance of these elements to the current situation. Since the environment in which United Nations programmes are implemented is changing constantly, it is often necessary to assess the relevance of subprogrammes to the current needs and priorities, as well as their success in achieving existing objectives. The majority of self-evaluations which studied the implementation process or undertook needs assessment were of good quality. This may have been influenced by the stronger interest of managers in the information thus collected, which can be used immediately to solve whatever problems existed or to change the direction they have been taking.

9. Other issues discussed in the self-evaluation reports include the effectiveness and impact of subprogrammes. Here, most of the reports were not successful. Confusions about evaluation or planning concepts exist among some managers. Some managers, for example, are still not aware of the difficulty of evaluating impact. True impact assessment requires a rigorous research design and considerable time and resources, and in many cases it is not possible to isolate the effects of a programme from those of other programmes or policies. However, the term impact is often used to describe the immediate result or utilization, and where this is the definition, a subprogramme is considered having impact without establishing any causal relationship between the outputs of the subprogramme and the current state of affairs. Effectiveness is another term which is misunderstood by a number of managers. Because subprogramme objectives are often expressed in terms of activities rather than the results which the subprogramme is attempting to accomplish, what those managers call effectiveness in achieving subprogramme objectives is in fact merely implementation. These problems reinforce the impression that there is a strong need to continue giving training in programme planning and evaluation.

5. Application of evaluation findings

10. The most frequently cited procedure for ensuring the application of evaluation findings to the subsequent planning and programme delivery is the circulation of self-evaluation reports among the staff. However, the effectiveness of this procedure is uncertain since there is no guarantee that all staff members will conscientiously apply evaluation findings if it is not obligatory to do so. More promising procedures are: periodic special review meetings with senior officials (UNCTAD and ECA); a monitoring system for

programme and project evaluations (ITC and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)); the Evaluation Officer being a member of the project appraisal/clearance committee (ITC and UNEP); and an evaluation committee (UNEP and the Office of the United Nations High Commissioner for Refugees (UNHCR)).

11. Evaluation findings were applied by managers in several areas. These areas and the number of units which applied evaluation findings to such areas are: improving contents or delivery of publications (27), training activities (21), advisory services (10), meeting services (10) and information activities (9); and the preparation of programme budget (7) and the medium-term plan (6). The above figures include only those units which provided specific examples of application, the extent of application may therefore be greater. It appears that evaluation findings are used more in improving publications and training activities than other areas. Nine units also reported that the timing of their self-evaluations did not allow the findings to be applied in the formulation of the medium-term plan for the period 1992-1997.

6. Problems beyond the control of managers of subprogrammes

12. The following are examples of problems which a large number of managers considered beyond their control or those which require the attention of central senior management:

(a) Delays in clearance and travel authorization for technical assistance and advisory service missions inhibit a timely response to field needs;

(b) Delays in the printing and distribution process diminish the value of publications, particularly the timeliness of data. On the other hand, delays in the submission of manuscripts by substantive units disrupt the work flow of the Office of Conference Services. (These matters are currently under intensive review as mandated by General Assembly resolution 46/190.);

(c) Uncertainty concerning starting dates of peace-keeping and other large political missions, as well as the short time allowed for preparation between the time when the dates are set and the actual start of operations, create a chain of problems. Uncertainty makes proper planning by administrative units difficult. This in turn disrupts the work of these support services, particularly those responsible for processing the personnel assigned to such missions (i.e. units responsible for personnel, medical, travel and transportation matters) because they have to perform their tasks on short notice. This in turn affects the substantive units, because priority is given to peace-keeping and political missions.

B. In-depth evaluations, 1984-1991

1. Patterns of recommendations

13. In addition to progress reports and triennial follow-up reviews, nine in-depth evaluation reports were considered by the Committee for Programme and Coordination (CPC) during the period 1984-1991. They were on: the United Nations Development Programme (UNDP)-financed technical cooperation activities of the United Nations Industrial Development Organization (UNIDO) in the field of manufactures (1984), drug control (1985), population (1986), electronic data processing and information systems services (1987), development issues and policies (1989), human rights (1989), human settlements (1990), disarmament (1991) and the development issues and policies programme of the Economic Commission for Africa (1991).

14. Table 3 below shows recommendations of four in-depth evaluation reports classified by broad categories, CPC decisions on those recommendations and the implementation of recommendations approved by the Committee. The four evaluation reports were on drug control, population, development issues and policies and human rights. They were selected because triennial reviews were available.

Table 3. Recommendations of in-depth evaluation reports and the implementation of recommendations of the Committee for Programme and Coordination

(a)	(b)	CPC decision on (b)				
		(c)	(d)	(e)	(f)	(g)
Category	Recommendations of reports	Rejected by CPC	No action taken by CPC	Noted by CPC	Approved by CPC	Implementation of (f)
Managerial	39	0	2	17	20	17
Substantive	23	1	1	9	12	10
Programme planning and evaluation	21	0	0	5	16	10
Coordination	15	0	0	10	5	3
Intergovernmental/ expert review	10	1	0	7	2	2
Resources	4	0	2	2	0	-
Personnel	3	0	0	1	2	2

15. Some recommendations concerned more than one issue, and some recommendations were difficult to categorize. However, of 115 recommendations counted in the four reports, the largest category (39) belonged to those of a managerial nature, i.e., those concerning the implementation process or the mode of operation. Recommendations categorized as substantive (23) concerned issues such as areas of emphasis. They were separated from the category of programme planning and evaluation (21) which concerned mainly procedures and programme design.

2. Decisions of the Committee for Programme and Coordination on evaluation reports and the implementation of recommendations

16. Although the managerial category is the largest, the CPC approval rate for this category (51 per cent) is lower than that for the programme planning and evaluation category (76 per cent). The quality of evaluation reports and other factors such as political considerations might influence the CPC decision. During the past few sessions of the Committee, some delegations also stated that in-depth evaluation reports largely concerned with managerial issues, which were within the competence of the Secretary-General to deal with, did not assist them in their deliberations. In the past, it was necessary to examine managerial issues because self-evaluation exercises were not as common as they are now. During the current medium-term plan for the period 1992-1997, almost all subprogrammes are to be subject to self-evaluation at least once. The examination of managerial issues will therefore be incorporated in in-depth evaluations as summaries of these self-evaluation findings; in-depth evaluations will study issues which are not dealt with adequately in self-evaluations. More detailed proposals are made in section IV of the present report.

17. With respect to the implementation rate for the recommendations approved by CPC, the category of programme planning and evaluation (63 per cent) is significantly lower than that of most other categories. One reason is that evaluation reports often recommended that objectives should be defined clearly or a clear linkage should be established between problems addressed, objectives and strategies. However, they did not clarify objectives for managers or show how the linkage should be created. It was difficult to implement such broadly formulated recommendations. In comparison, specific recommendations were made for managerial issues and the implementation of these recommendations (85 per cent) was more extensive.

18. A number of recommendations called for further studies, but did not suggest how they should be undertaken. Very often, these studies required a review by experts but managers were not provided with any additional financial or staff resources. In the future, when calling for further investigation or study, evaluation reports will suggest how they can be implemented.

C. Review of evaluation reports by intergovernmental or expert bodies

1. Review of self-evaluation reports

19. The secretariat of UNCTAD has been submitting an annual report on its self-evaluation activities to the Trade and Development Board and the Working Party on the Medium-term Plan and the Programme Budget since 1986. The most recent report (TD/B/1225) was considered by the Working Party at its nineteenth session, in February 1990. Statements on behalf of groups B and D and the Group of 77 all praised the efforts made by UNCTAD in self-evaluation. It was also decided at the same session that future reports on self-evaluation should be submitted on a biennial basis. 3/ The Programme Coordination and Evaluation Unit of UNCTAD undertakes independent evaluations at the request of UNCTAD committees. For example, it submitted an evaluation report entitled "Evaluation of technical cooperation activities relating to the GSP and other trade laws" (TD/B/C.5/136) to the Special Committee on Preferences at its eighteenth session, in 1991. The Committee, in paragraph 10 of its resolution 13 (XVIII), expressed its appreciation of the evaluation report.

20. The secretariat of ECA submitted reports on self-evaluation in 1989 and 1990 to the Conference of Ministers of ECA. In its resolution 695 (XXV), the Commission noted that it had examined the report on the self-evaluation of programmes in ECA (E/ECA/CM.16/30).

21. From time to time, the Department of Public Information of the Secretariat submits evaluation reports to the Committee on Information. The most recent report, on the Yearbook of the United Nations (A/AC.198/1991/6), was reviewed by the Committee at its thirteenth session in 1991. Most delegations viewed favourably the recommendations in the report, and the Committee, in paragraph 1 (d) (ii) of its resolution II, requested the Secretary-General to report to the General Assembly at its forty-sixth session on the progress achieved in their implementation. 4/ The Secretary-General, in his report on questions relating to information (A/46/449), reported on the progress achieved so far.

22. UNEP distributes its annual evaluation report to all Governments as inter-sessional documentation.

23. The International Trade Centre/UNCTAD/GATT submits reports on independent evaluations to the Joint Advisory Group. The most recent report, on the programme element "product and market development activities" of the International Trade Centre (ITC/AG(XXIV)/123), was reviewed by the Group at its twenty-fourth session, in 1991. The Group's discussion focused on the recommendations and conclusions of the report and recommended that the Centre should report to the Group at the appropriate time on the follow-up actions recommended by the technical meeting and endorsed by the Group. 5/

24. UNHCR reports on the evaluation of assistance activities to its Executive Committee each year. At its forty-second session, the Executive Committee, in its decision concerning evaluation, expressed its appreciation of summaries of UNHCR evaluation reports and asked that these summaries continue to be made available to the Executive Committee. It requested the High Commissioner to continue her efforts to assure that the evaluation function in the Office is adequately funded, even at times of emergencies. It also reiterated its belief that evaluation of the UNHCR activities, both internal and external, when professionally and independently undertaken, would lead to greater efficiencies in the programme of UNHCR and commensurate savings, and requested the High Commissioner to ensure that the recommendations of the Central Evaluation Section (of UNHCR) are followed up and implemented to the extent possible and to report thereon. 6/

25. The annual report of the Secretary-General on United Nations technical cooperation activities also includes summaries on the tripartite project evaluations in which the former Department of Technical Cooperation for Development of the Secretariat participated as an executing agency of UNDP.

2. Reviews of in-depth evaluation reports

26. The evaluation report on the UNDP-financed technical cooperation activities of UNIDO in the field of manufactures was prepared jointly by the United Nations, UNDP and UNIDO. It was subject to extensive review by intergovernmental bodies. In its decision 84/15 of 29 June 1984, the Governing Council of UNDP took note of the report of the Administrator of UNDP on the evaluation report and of the relevant parts of the report of the Committee for Programme and Coordination. The Economic and Social Council, in section V of its resolution 1984/61 A of 26 July 1984, invited the Governing Council of UNDP and the Industrial Development Board of UNIDO to give careful consideration to the recommendations contained in the report and to adopt and implement those recommendations which were accepted as feasible by the secretariats of UNDP and UNIDO. The Permanent Committee of the Industrial Development Board took note of the recommendations of the Economic and Social Council and the secretariat's observations and comments on the Council's resolution and requested the secretariat to report further on future developments. 7/ The Governing Council of UNDP was informed by the Administrator in 1985 that the action plan, as set out in document DP/1984/68, which was endorsed by the Governing Council in its decision 84/15, was consonant with the substantive thrust of Council resolution 1984/61. 8/ Thus, considerable attention was paid to the evaluation report.

27. At its twenty-fourth session held in 1987, the Population Commission was informed orally by the Secretariat about the evaluation report and the recommendations made on it by the Committee for Programme and Coordination. The Commission took note of the report and the recommendations of CPC, and requested that the report on the implementation of the recommendations be made available to the Commission at its twenty-fifth session. 9/ At that session, the Commission was informed of the results of the triennial review, and took note of the report. 10/

28. The reports on the programme on electronic data processing and information systems services and programmes on drug control and development issues and policies were not submitted to any intergovernmental bodies.

29. The report on the human rights programme was submitted to the Commission on Human Rights at its forty-sixth session, in 1990. In its decision 1990/112, the Commission took note of the report and requested that the Secretary-General bring the report to the attention of all relevant areas of the United Nations to consider appropriate action in consultation with Member States, relevant intergovernmental organizations and the specialized agencies.

30. Conclusions and recommendations of CPC on the evaluation reports on human settlements programmes were transmitted in document HS/C/13/14/Add.2 to the Commission on Human Settlements at its thirteenth session, in 1991. The Commission did not take any action on the report.

31. With respect to the reports on the disarmament programme and on the development issues and policies programme of ECA, it should be noted that the relevant recommendations of CPC on these reports were endorsed by the General Assembly only in December 1991.

32. The progress report of UNHCR on the in-depth evaluation of the programme on the international protection of and assistance to refugees (E/AC.51/1991/4) was submitted to the Subcommittee on Administrative and Financial Matters of the Executive Committee of the High Commissioner's Programme in October 1991. One delegation suggested that the Central Evaluation Unit in its further study of UNHCR might look in greater depth at the question of the apportionment of administrative costs between the United Nations regular budget and extrabudgetary funds. 11/

33. The above account shows that significant differences existed in the reaction to evaluation reports by various intergovernmental and expert bodies. Their interest in those evaluation reports may well have been influenced by their quality and the issues addressed in the reports. Other factors were the manner in which the evaluation reports were brought to the attention of the relevant bodies, and the lack of any such specialized body in the case of the central programmes on development issues and policies. With respect to in-depth evaluation reports themselves, only the report on UNDP-financed UNIDO technical cooperation activities in the field of manufactures and the report on the human rights programme were submitted in their full texts to the relevant bodies, together with CPC recommendations thereon, and were introduced by a representative of the evaluation unit. At the twenty-fourth session of the Population Commission, one delegation said that greater emphasis should have been placed in the agenda on discussion of the findings of the evaluation report. 12/ The mode of transmission of evaluation reports and the relevant CPC recommendations to other bodies could be improved. It is also desirable to involve the relevant intergovernmental and expert bodies in a discussion of the issues and methodology proposed in progress reports on evaluation, as was done in the case of the progress report on refugees.

III. RESOURCES FOR EVALUATION

A. Capacity of evaluation units

34. In paragraph 1 of its resolution 36/228 B of 18 December 1981, the General Assembly requested the Secretary-General to strengthen the United Nations evaluation systems and evaluation units by:

> "(a) Specifying the responsibilities and tasks of the United Nations evaluation units;
>
> "(b) Preparing for the General Assembly precise evaluation plans linked to the medium-term planning process and the budget cycle;
>
> "(c) Developing guidelines for the planning and design of programmes and projects to make them more susceptible to evaluation;
>
> "(d) Designing and issuing basic standards for the conduct, content and process of evaluation and assuring that the quality of the evaluation products is continually assessed;
>
> "(e) Taking appropriate measures to ensure that evaluation findings shall be promptly and systematically utilized in the management decision-making process and that follow-up evaluation findings and recommendations shall be carried out."

In the same resolution, the Assembly also requested the Secretary-General to report to it at its thirty-eighth session, through CPC, on the implementation of paragraph 1. In response to this resolution and other relevant General Assembly resolutions (37/234 of 21 December 1982, 38/227 A of 20 December 1983, 39/238 of 18 December 1984, and 40/240 of 18 December 1985), a series of reports on strengthening the capacity of the United Nations evaluation units and systems were prepared. The last of such reports was presented to the Assembly at its forty-first session in document A/41/670. The report concluded that the level of resources assigned to strengthen the evaluation capacity of United Nations organizational entities did not match the importance accorded both by the Assembly and the Secretary-General to the evaluation function as an inherent part of the planning and programming cycle (para. 13). The report included a table on the approved regular budget staff resources at the Professional level and above devoted to evaluation in 1983 and as at August 1986. Table 4 of the present report is based on the table in the 1986 report and responses to the recent evaluation survey questionnaire.

Table 4. Regular budget staff resources at the Professional level and above devoted to evaluation in 1986, 1991 and 1992 (projected)

Budget section	1986	1991	1992
Section 13. Department of International Economic and Social Affairs	-	1 (P-3) a/	-
Section 14. Department of Technical Cooperation for Development	- b/	2 (2 P-5) c/	2 (same as 1991) c/
Section 15. UNCTAD	3 (D-1, P-4, P-2) a/	3 (D-1, P-4, P-2) a/	3 (same as 1991) a/
Section 16. ITC	1 (P-5)	1 (same as 1986)	1 (same as 1986)
Section 17. UNEP	2 (P-5, P-4)	2 (same as 1986)	2 (same as 1986)
Section 19. United Nations Centre for Human Settlements	1 (P-4) d/	1 (P-4) a/	1 (same as 1991) a/
Section 22. United Nations International Drug Control Programme	-	1 (L-4)	3 (D-1, a/ P-4 P-3)
Section 23. ECA	2 (P-5, d/ P-4 a/)	1 (P-5) d/	1 (P-5)
Section 24. ESCAP	-	1 (P-4)	- b/
Section 25. ECE	-	- b/	- b/
Section 26. ECLAC	1 (P-4) d/	-	- e/
Section 27. ESCWA	2 (P-5, P-3)	2 (P-5, P-3) a/	2 (same as 1991) a/
Section 29A. UNHCR	2 (L-5, L-4)	3 (L-5, 2 L-4)	3 (same as 1986)
Section 29B. UNRWA	-	3 (P-5, 2 P-3 equivalents)	3 (same as 1991)
Section 31. Public information	2 (D-1, P-4) a/	3 (D-1, P-4, P-3) a/	3 (same as 1991) a/
Section 33C. Central Evaluation Unit	4 (D-1, P-5, P-4, P-3) f/	6 (D-1, P-5, 2 P-4, 2 P-3)	6 (same as 1991) e/

(Footnotes on following page)

(Footnotes to table 4)

Note: Budget sections follow those in the biennium 1992-1993. Some of these budget sections will be changed in the future to reflect recent organizational changes. Evaluation of operational activities under sections 16 (ITC), 17 (UNEP), 29A (UNHCR) and 29B (UNRWA) are funded solely from extrabudgetary sources.

a/ Other functions besides evaluation performed.

b/ Some evaluation work done but only on a part-time basis by staff in other units.

c/ One P-5 is primarily involved in project evaluation. Only a small percentage of other staff member's time is spent on evaluation.

d/ Non-recurrent posts.

e/ One P-3 post is on loan from the Central Evaluation Unit to ECLAC for 1992.

f/ See paragraph 34 of the present report.

35. Six organizational entities, other than the Central Evaluation Unit, have established posts whose primary function is evaluation. They are: ECA, ITC, UNEP, the United Nations International Drug Control Programme (UNDCP), UNHCR and UNRWA, the majority of which are involved in operational activities. The Central Evaluation Unit was created in 1985 by merging two central evaluation units, namely, the evaluation units of the Office of Financial Services and of the Department of International Economic and Social Affairs; the resources for central evaluation functions were at the level of six Professional posts prior to the merger. For the period 1985 to 1986, four posts were allocated to these functions; in 1987 the prior level of six posts was restored. Since the non-recurrent post for the Economic Commission for Latin America and the Caribbean (ECLAC), which had been approved for the biennium 1986-1987, was never filled, owing to the freeze in recruitment, and ECLAC needs to establish its self-evaluation system, one post has been loaned to it from the Central Evaluation Unit for 1992.

36. In addition to General Assembly resolution 36/228 B, the Committee for Programme and Coordination, in 1983, in partial pursuance of its recommendation on strengthening the evaluation capacity, further recommended that the Central Evaluation Unit's responsibilities should include the following nine functions. 13/ They are: (a) establishing evaluation policies, concepts and objectives; (b) defining coverage of the evaluation system and setting standards of quality; (c) providing methodological guidance; (d) providing procedural guidance, check-lists and formats; (e) monitoring quality and compliance and supervising systematic implementation of management-oriented evaluation carried out by programme managers; (f) coordinating evaluation planning; (g) providing training and orientation; (h) providing central information services; and (i) carrying out in-depth evaluations for intergovernmental bodies.

37. As the 1986 report on strengthening evaluation capacity of the United Nations concluded, the resources allocated for evaluation proved insufficient to implement fully paragraph 1 of General Assembly resolution 36/228 B. In 1988, the Joint Inspection Unit (JIU) reiterated its views in paragraph 143 of its report on reporting on the performance and results of United Nations programmes (A/43/124) that "even if the Central Evaluation Unit were to be given only the modest proportional evaluation staffing levels found systemwide, it should have about 15 Professional staff posts". As JIU noted in paragraph 129 of the same report, the in-depth evaluations for CPC consume a large part of the staff resources of the Central Evaluation Unit. Within the resources available, efforts have been made to implement both General Assembly resolution 36/228 B and CPC recommendations, such as training and provision of methodological guidance in the form of the Evaluation Manual. The following is a brief account of activities carried out to implement paragraph 1 of General Assembly resolution 36/228 B.

38. Subparagraph (b) requests precise evaluation plans linked to the medium-term planning process and the budget cycle. During the previous medium-term plan period, self-evaluation was implemented on an elective and experimental basis. During the current medium-term plan period, almost all

subprogrammes are planned to be evaluated by managers at least once as indicated in the annex to the present report.

39. Subparagraph (c) calls for developing guidelines for the planning and design of programmes and projects. In partial pursuance of this mandate, the Central Evaluation Unit has always included a segment on programme design in training workshops it conducted in cooperation with the Training Service of the Office of Human Resources Management. However, guidelines still need to be developed.

40. Subparagraph (d) concerns basic standards for the conduct, content and process of evaluation and the need to ensure the continuous assessment of evaluation products. In partial pursuance of this mandate and the related 1983 recommendations of CPC, the United Nations Evaluation Manual was issued in 1986. A survey conducted in 1989 by the International Research and Training Institute for the Advancement of Women (INSTRAW) found that the Manual had been used for programme evaluation not only in the United Nations secretariat units but throughout the United Nations system with modifications and improvements based on their particular needs and experience. 14/ However, the addendum planned for the evaluation of common services activities has not yet been issued. There is also a need to include guidelines for conducting formative evaluation (i.e., evaluation undertaken before or during the implementation of programmes). While rigid common standards for evaluation should be avoided because of the diverse nature of United Nations activities and of resulting needs of managers, the Central Evaluation Unit will continue to assess self-evaluation products and work towards a common approach to evaluation based on experience gained throughout the Organization.

41. Subparagraph (e) concerns measures to ensure prompt and systematic utilization of evaluation findings in the management decision-making process and to implement recommendations of evaluation. With respect to in-depth evaluations, a triennial follow-up review has been prepared for each evaluation unless otherwise decided by CPC. In the two-year period between the CPC review of the in-depth evaluation report and the presentation of the triennial review, follow-up has been left largely to the initiative of programme managers. Concerning the findings of self-evaluations, paragraph 12 of the present report discusses problems beyond the control of managers of subprogrammes which require the attention of central senior management. In addition to these common problems, self-evaluation reports identified various specific problems, the solution of which need cooperation of other units. Here, evaluation officers can act as a catalyst, bringing together all units concerned.

42. The above account shows that there is a need to assess the adequacy of staff resources for evaluation to implement General Assembly resolution 36/228 B, in particular at duty stations where there is currently no established post for evaluation. In this connection, it should be noted that the Secretary-General informed the General Assembly at its forty-sixth session of his intention to submit the present report on strengthening overall evaluation capacity to the Assembly at its forty-seventh session through CPC. 15/

B. Resources for self-evaluation

43. There were 122 units (often at the division level) that replied to the survey questionnaire on self-evaluation system. Forty units responded that they had not experienced any difficulty in conducting self-evaluation, and another 32 did not answer the relevant question. Fifty units indicated that they had experienced difficulties during the course of self-evaluation. Thirty-eight of those 50 units identified the primary difficulty in conducting self-evaluation as the lack of adequate resources for evaluation, which prevented them from conducting more comprehensive evaluations or more in-depth analysis of issues.

44. Agencies involved in operational activities normally include resources for evaluation in budgets of programmes or projects. For example, the United Nations Children's Fund (UNICEF) includes resources for evaluation in the budgets of both interregional and regional programmes. 16/ UNDP has special funds as a mandatory item of the budget for individual projects for mid-term and terminal evaluations from indicative planning figure (IPF) funds. 17/

45. In general, the cost of self-evaluation is not separately presented or allocated in the regular budget of the United Nations.

IV. FINDINGS AND RECOMMENDATIONS

A. Summary of main findings

46. Section II of the present report indicates that the percentage of subprogrammes evaluated during 1986-1991 was low for most of the organizational entities. Self-evaluation has not yet been widely accepted as a useful management tool. Confusion about evaluation and planning concepts still exists among some managers. There is also a need to continue training in evaluation techniques. However, progress has been made in some areas, particularly in the organizational entities where evaluation activities are guided by their own evaluation officers, and in evaluating certain types of outputs (for example, publications and training activities) and the implementation process. Many of the self-evaluation reports in these areas include specific recommendations for action which, if implemented fully, can result in significant improvement in subprogramme performance. These reports demonstrate that self-evaluation is viable. However, managers were also faced with problems which were beyond their control. These problems need to be studied by appropriate units or bodies, and here evaluation officers can act as catalysts.

47. Managerial issues at the level of operation can be dealt with by self-evaluation, but policy issues, including broader managerial issues such as objectives and strategies, cannot be dealt with adequately at this level. There is therefore a continuing need for in-depth evaluations to focus on these broader issues.

48. Concerning the review of evaluation reports by intergovernmental or expert bodies, the following are the main findings: only a small number of organizational entities submitted reports on self-evaluation to their governing bodies, which indicated appreciation for the evaluation efforts of those entities. There were, however, significant differences in the degree of interest shown in in-depth evaluation by intergovernmental and expert bodies to which relevant evaluation reports and CPC recommendations had been submitted. One possible factor for such differences is the variation in the ways in which those reports and the CPC recommendations had been transmitted. In two instances, in-depth evaluation reports were included in the agenda and were transmitted in their full texts to the relevant specialized intergovernmental bodies, together with CPC recommendations, and were introduced by a representative of the Central Evaluation Unit. In those cases, specific decisions were taken by the governing bodies concerned. There is therefore a need to improve the mode of transmitting evaluation reports and the relevant CPC recommendations to other bodies and, at the beginning of the in-depth evaluation exercise, to increase their involvement in a discussion of the issues and methodology proposed in progress reports on evaluation.

49. Section III shows that the number of organizational entities having established posts for evaluation has not changed significantly between 1986 and 1992. Unlike agencies involved in operational activities, such as UNICEF and UNDP, the cost of evaluation is not generally presented or allocated separately for each programme in the regular budget of the United Nations. As the 1986 report on strengthening the evaluation capacity of the United Nations stated, and as experience since then confirms, the resources allocated for evaluation are insufficient to implement fully paragraph 1 of General Assembly resolution 36/228 B on strengthening the United Nations evaluation systems and evaluation units.

50. It is also pointed out that other disciplines concerned with organizational performance, such as auditing, are expanding their roles. Coordination among those disciplines is therefore required not only for avoiding duplication but also for bringing together different approaches to help enhance organizational effectiveness, and avoid omissions in coverage.

51. It is also recognized that, because management-oriented evaluations are less suitable for addressing the concerns of legislative bodies, there is a need for balance between internal management-oriented evaluations and the traditional external evaluations.

B. Recommendations

1. General

52. In order to improve programme design, evaluation will be used more actively at the programme formulation stage. In compliance with paragraph 1 (c) of General Assembly resolution 36/228 B, guidelines for the planning and design of programmes and projects will be developed. A revised

Evaluation Manual covering the subjects mentioned in paragraph 54 below and methods for evaluating common services activities will be issued.

2. Self-evaluations

53. Programme managers should be concerned not only with programme implementation but also with results. Nevertheless, the focus of self-evaluation will necessarily be on formative aspects of programmes, i.e., it will be primarily an evaluation undertaken to improve programme performance. Greater emphasis will be placed on needs assessment. Methods of data collection for self-evaluation will include wider techniques than those currently used by most units, including telephone surveys and on-line searches in computerized databases.

54. Evaluation training should be carried out as part of a comprehensive management improvement programme. Training by the Central Evaluation Unit for self-evaluation will cover all of the above subjects, namely, programme design, concepts of formative evaluation, needs assessment and methods of data collection.

55. Evaluation officers will be more actively involved in helping managers to formulate programmes and improve programme performance, and will act as catalysts in solving problems which are beyond the control of programme managers.

3. In-depth evaluations

56. In-depth evaluations will continue to focus on those issues listed in the relevant rules and regulations, but may also include the adequacy of programme planning and self-evaluation systems, coordination, resource utilization and other policy issues.

57. Recommendations of in-depth evaluation reports will propose, where necessary, reformulations of the objectives and strategies of programmes being evaluated. Evaluation reports will also suggest ways to implement their recommendations so that CPC can take decisions on recommendations that may have financial implications. Furthermore, in-depth evaluation reports will identify areas of management improvements for intensive review by other units, such as the Management Advisory Service, the Internal Audit Division and the Electronic Services Division (see, for example, para. 12 of the present report).

4. Resources for evaluation

58. General Assembly resolution 38/227 reiterated the need to strengthen the capacity of the United Nations evaluation units and systems, in particular those in the regional commissions, in accordance with the estimates of the

Secretary-General contained in his report (A/C.5/38/11). The organizational entities identified in the report whose evaluation capacity needed to be strengthened were: the former Department of International Economic and Social Affairs, ESCAP, ECLAC, ECA, UNCTAD, UNCHS and Office of General Services. Of these entities only UNCTAD and ECA currently have established posts for evaluation.

59. In order to implement fully General Assembly resolution 36/228 B, both central and regional evaluation capacity needs to be strengthened. Related proposals will be made in the context of the proposed programme budget for the biennium 1994-1995 and subsequent bienniums.

5. Coordination of activities aiming at improving organizational performance

60. Coordination of units, whose missions are to improve organizational performance, will be strengthened. These units include the Central Evaluation Unit, the Programme Planning and Budget Division and its Central Monitoring Unit, the Internal Audit Division, and the Management Advisory Service at Headquarters, and analogous units in other locations.

6. Actions requiring special attention of specialized governing bodies

61. In order to increase further the interest of specialized governing bodies in in-depth evaluations, efforts will be made to involve these bodies actively in the evaluation process. Participation of such bodies is particularly important in the reformulation of objectives and strategies of the programmes being evaluated. It may significantly increase the interests of such bodies if the chairperson of CPC made official requests for comments on evaluation reports to the chairpersons of relevant bodies rather than having the requests come from the secretariat units concerned.

62. Explicit views of Member States on the Secretariat's work can be a crucial motivator. However, there are variances in the expression of the assessments of the Secretariat's work in the reports of specialized bodies. The General Assembly may wish to request all specialized governing bodies to formulate their assessments of the work of the secretariat unit(s) concerned in a more prominent manner.

C. Timetable for in-depth evaluations

63. Table 5 shows the subjects of in-depth evaluations for the period 1979-1992 and those scheduled for 1993-1995. A timetable is needed for in-depth evaluation during the last biennium of the current medium-term plan, 1996-1997.

Table 5. Schedule of final in-depth evaluations, 1979-1995

1979	Transnational corporations
1980	Manufactures
1982	Mineral resources
1983	The work of the Department of Public Information
1984	UNDP-financed technical cooperation activities of UNIDO in manufactures
1985	Drug control
1986	Population
1987	Electronic data processing and information systems
1989	Development issues and policies Human rights
1990	Human settlements
1991	Disarmament Development issues and policies programme of ECA
1993	UNHCR
1994	Social Development
1995	UNRWA (to be decided by CPC in 1993) 18/

64. The following is the list of programmes which have not been subject to in-depth evaluation in the past: Good offices and peace-making, peace-keeping, research and the collection of information (programme 1); Political and Security Council affairs (programme 2); Political and General Assembly affairs and Secretariat services (programme 3); Special political questions, trusteeship and decolonization (programme 4); Question of Palestine (programme 5); Elimination of apartheid (programme 6); Peaceful uses of outer space (programme 8); International law (programme 9); Law of the sea and ocean affairs (programme 10); International cooperation for economic and social development - overall issues and policies, including coordination (programme 11); International trade (programme 13; the subprogrammes on manufactures and transfer of technology have been evaluated in the past); Development finance, resource flows and external debt (programme 14); Least developed, land-locked and island developing countries, and special programmes (programme 15); Environment (programme 16); Natural resources (programme 19;

the subprogramme on mineral resources has been evaluated in the past); Energy (programme 20); Public administration and finance (programme 21); Statistics (programme 24; certain outputs have been included in the in-depth evaluation of the population programme); and Africa: critical economic situation, recovery and development (programme 45).

65. With respect to the regional programmes, subprogrammes concerned with the following topics have not been subject to in-depth evaluation: food and agriculture; marine affairs; least developed, land-locked and island developing countries; public administration and finance; environment; industrial development; international trade and development finance; natural resources; energy; transport and communication; statistics; and tourism.

66. The Committee for Programme and Coordination may wish to use the above information in making recommendations on the topics of in-depth evaluations for 1996 and 1997.

Notes

1/ Official Records of the General Assembly, Forty-sixth Session, Supplement No. 16 (A/46/16), para. 478.

2/ Alain J. Barbarie, "Evaluating Government R&D: Beyond 'quality of research'" in Joseph S. Wholey, Mark A. Abramson and Christopher Bellavita, Performance and credibility: Developing excellence in public and nonprofit organizations (Lexington, MA (United States of America) and Toronto (Canada): D. C. Heath and Company, 1986), p. 112.

3/ Official Records of the Trade and Development Board, Thirty-sixth Session, second part, Supplement No. 6 (TD/B/1250; TD/B/WP/69), paras. 16, 19-20, 33, and annex I (para. 6).

4/ Official Records of the General Assembly, Forty-sixth Session, Supplement No. 21 (A/46/21), para. 68.

5/ Report of the Joint Advisory Group on the International Trade Centre UNCTAD/GATT at its twenty-fourth session (ITC/AG(XXIV)/128), paras. 103-106.

6/ Addendum to the report of the United Nations High Commissioner for Refugees (Official Records of the General Assembly, Forty-sixth Session, Supplement No. 12A (A/46/12/Add.1), para. 32).

7/ Report of the Secretary-General on the implementation of the recommendations made by the Committee for Programme and Coordination at its twenty-fourth session on the UNDP-financed technical cooperation activities of UNIDO in the field of manufactures (E/AC.51/1987/3), para. 13.

8/ Ibid., para. 40.

Notes (continued)

9/ Official Records of the Economic and Social Council, 1987, Supplement No. 3 (E/1987/16; E/CN.9/1987/7), paras. 109-112.

10/ Ibid., 1989, Supplement No. 6 (E/1989/24; E/CN.9/1987/7), para. 108.

11/ Report of the Subcommittee on Administrative and Financial Matters (EC/SC.2/1991/CRP.23), para. 9.

12/ Official Records of the Economic and Social Council, 1987, Supplement No. 3 (E/1987/16; E/CN.9/1987/7), para. 112.

13/ Official Records of the General Assembly, Thirty-eighth Session, Supplement No. 38 (A/38/38), Part I, para. 189.

14/ Report of the Director of the Institute on the Consultative Meeting on Evaluation Methodologies for Programmes and Projects on Women in Development (INSTRAW/BT/1990/CRP.1), paras. 29 and 31.

15/ Note by the Secretary-General on the self-evaluation capacity of the Economic Commission for Africa (A/C.5/46/37), para. 12.

16/ See "Interregional fund for programme preparation, promotion and evaluation" (E/ICEF/1991/P/L.37) and "Regional support for programme preparation, promotion and evaluation" (E/ICEF/1991/P/L.38).

17/ "Draft report of the Standing Committee for Programme Matters on its in-sessional meeting held during the thirty-eighth session of the Governing Council" (DP/1991/SCPM/L.4), para. 76.

18/ Official Records of the General Assembly, Forty-fifth Session, Supplement No. 16 (A/45/16), para. 363. The paragraph reads: "The Committee took note of the report (note by the Secretary-General on the evaluation of the programme on the protection of and assistance to refugees (E/AC.51/1990/7)), on the understanding that the progress report on the evaluation of UNRWA would be submitted to the Committee in 1993, at which time a decision on the final report on UNRWA would be taken."

ANNEX

Self-evaluation to be conducted during the period 1992-1997

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
MAJOR PROGRAMME I. MAINTENANCE OF PEACE AND SECURITY, DISARMAMENT AND DECOLONIZATION				
Programme 1 Good offices and peace-making, peace-keeping, research and the collection of information	3. Research and the collection of information	X	X	X
Programme 2 Political and Security Council affairs	1. Security Council and political committees activities	X		
	2. Services for political and security affairs	X		
Programme 3 Political and General Assembly affairs and secretariat services	1. Political affairs		X	
	2. General Assembly affairs		X	
	3. Economic and Social Council affairs and secretariat services		X	
Programme 4 Special political questions, trusteeship and decolonization	1. Special political questions and regional cooperation		X	
	2. Trusteeship and decolonization		X	
Programme 5 Question of Palestine	1. Question of Palestine: exercise by the Palestinian people of its inalienable rights		X	

Programme	Subprogramme	Biennium in which self-evaluation will be conducted 1992-1993	1994-1995	1996-1997
Programme 6				
Elimination of apartheid	1. Promotion and coordination of international action against apartheid	X		
	2. Publicity against apartheid	X		
Programme 7				
Disarmament	1. Deliberation and negotiation		X	
	2. Publications, information and World Disarmament Campaign		X	
	3. Monitoring, analysis and studies			X
	4. Assistance to developing countries on disarmament issues: regional centres; fellowship, training and advisory services			X
Programme 8				
Peaceful uses of outer space	1. Peaceful uses of outer space			X
MAJOR PROGRAMME II. IMPLEMENTATION, CODIFICATION AND PROGRESSIVE DEVELOPMENT OF INTERNATIONAL LAW				
Programme 9				
International law	1. Overall direction, management and coordination of legal advice and services to the United Nations as a whole			X
	2. Custody, registration and publication of treaties	X		
	3. Progressive development and codification of international law		X	

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 9				
International law (continued)	4. General legal services to United Nations organs and programmes		X	
	5. Progressive harmonization and unification of the law of international trade	X		
Programme 10				
Law of the sea and ocean affairs	1. Promoting uniform and consistent application of the United Nations Convention on the Law of the Sea and providing advice and information to States			X
	2. Assisting marine policy development and integrated ocean management by States in the context of the comprehensive ocean regime			X
	3. Support to organizations within the United Nations system and harmonization of marine affairs activities in the context of the Convention	X		
	4. Servicing the Preparatory Commission for the International Seabed Authority and for the International Tribunal for the Law of the Sea and support to the future Authority and Tribunal		X	

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 10				
Law of the sea and ocean affairs (continued)	5. Servicing the Commission on the Limits of the Continental Shelf established by the Convention and other intergovernmental bodies, and execution of additional responsibilities of the Secretary-General under the Convention			X
MAJOR PROGRAMME III. INTERNATIONAL COOPERATION FOR ECONOMIC AND SOCIAL DEVELOPMENT				
Programme 11				
Overall issues and policies, including coordination	1. Monitoring of global economic and social issues			X
	2. Operational activities			X
	3. Inter-agency coordination			X
	4. Overall coordination and guidance of United Nations activities in the economic and social sectors			X
	5. Coordination of policies and action to combat world hunger		X	
Programme 45				
Africa: critical economic situation, recovery and development	1. Mobilization of resources			X
	2. Monitoring, assessment and follow-up of the implementation of action programmes, including their financial aspects			X
	3. The campaign for global awareness of the critical economic situation in Africa			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
MAJOR PROGRAMME IV. INTERNATIONAL ECONOMIC COOPERATION FOR DEVELOPMENT				
Programme 12 Global development issues and policies	1. Monitoring and assessment of current global economic issues and policies			X
	2. Problems and prospects of integrated development			X
	3. External debt and development			X
	4. Mobilization of financial resources, taxation and entrepreneurship		X	
	5. Development perspectives and early identification of emerging issues			X
	6. Development and the environment		X	
	7. System-wide analysis of specific areas within the economic and social programmes			X
	8. Interorganizational cooperation		X	
	9. Integrated development planning and policies	X		
	10. Planning and coordination of international cooperation (including country programming)		X	
	11. Design and implementation of emerging cross-sectoral programmes			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 13 a/ International trade	1. Protectionism and market access		X	
	2. Structural adjustment and trade expansion		X	
	3. Cross-sectoral issues		X	
	4. Transfer of technology		X	
	5. Trade among countries having different economic and social systems b/			
	6. Commodities		X	
	7. Economic cooperation among developing countries	X		
	8. Maritime and multimodal transport	X		
	9. Data management and trade facilitation	X		
	10. Institutional infrastructure, including business organizations for trade promotion and export development			X
	11. Product and market research, development and promotion			X
	12. Import operations and techniques	X		
	13. Human resources development for trade promotion		X	

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 14 a/				
Development finance, resource flows and external debt	1. External financing and international monetary issues			X
	2. Debt and development problems of developing countries			X
	3. Interdependence and inter-sectoral support			X
	4. Insurance	X		
Programme 15 a/				
Least developed, land-locked and island developing countries, and special programmes	1. Least developed countries		X	
	2. Land-locked and island developing countries, and special programmes		X	
Programme 16				
Environment	1. Atmosphere			X
	2. Water	X		
	3. Terrestrial ecosystems			X
	4. Oceans			X
	5. Lithosphere	X		
	6. Human settlements and the environment	X		
	7. Human health and welfare		X	
	8. Energy, industry and transportation		X	
	9. Environmental assessment			X
	10. Environmental management measures		X	

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 16				
Environment (continued)	11. Environmental awareness			X
	12. Global and regional cooperation		X	
Programme 17				
Science and technology for development	1. Endogenous capacity-building and resource mobilization	X		
	2. Advance Technology Alert System		X	
	3. Coordination and harmonization of activities of the United Nations system on science and technology		X	
	4. Information services		X	
Programme 18				
Population	1. Analysis of demographic variables at world level		X	
	2. World population projections	X		
	3. Population policy and socio-economic development		X	
	4. Monitoring, review and appraisal, coordination and dissemination of population information			X
	5. Technical cooperation in population			
Programme 19				
Natural resources	1. Coordination in the field of water resources		X	
	2. Water resources development and management	X		

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 19				
Natural resources (continued)	3. Mineral resources		X	
	4. Surveying, mapping and international cooperation in cartography	X		
Programme 20				
Energy	1. Monitoring and analysis of global energy trends and prospects and their impact on development		X	
	2. Promotion of energy exploration and development in developing countries		X	
	3. Furthering the development and use of new and renewable sources of energy		X	
	4. Energy resource assessment and exploration		X	
	5. Energy planning and management	X		
	6. Development and transfer of technology for exploiting critical energy resources			X
Programme 21				
Public administration and finance	1. Monitoring trends and developments in public sector management	X		
	2. Effective structural and organizational arrangements and methods for public management and productivity		X	
	3. Training and development of human resources for public management			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 21				
Public administration and finance (continued)	4. Effective budgetary systems and resources mobilization for development		X	
	5. Improving public sector financial management			X
Programme 22				
Human settlements	1. Global issues and strategies		X	
	2. National policies and instruments		X	
	3. Integrated settlements management		X	
	4. Financial resources	X		
	5. Land management		X	
	6. Infrastructure development and operation		X	
	7. Housing production		X	
	8. Construction sector		X	
Programme 23				
Transnational corporations	1. Securing an effective code of conduct and other international arrangements and agreements relating to transnational corporations		X	
	2. Minimizing the negative effects of transnational corporations and enhancing their contribution to development	X		

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 23				
Transnational corporations (continued)	3. Strengthening the capacity of host developing countries in dealing with matters related to transnational corporations			X
Programme 24				
Statistics	1. Developing statistical concepts and methods for use by Member States		X	
	2. Applying advanced technology in collecting, processing and disseminating integrated statistics			X
	3. Collecting, compiling and disseminating international statistics			X
	4. Coordinating international statistical programmes	X		
	5. Support for technical cooperation in statistics and statistical data processing	X		
MAJOR PROGRAMME V. INTERNATIONAL COOPERATION FOR SOCIAL DEVELOPMENT				
Programme 25				
Global social issues and policies	1. Analysis of emerging social issues			X
	2. Social policy design, planning and coordination			X
	3. Families in the development process			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 26				
Integration of social groups	1. Integration of youth in development			X
	2. Integration of the ageing in development			X
	3. Integration of disabled persons in development			X
Programme 27				
Advancement of women	1. Equality			X
	2. Development			X
	3. Peace			X
	4. Monitoring, review and appraisal of the implementation of the Nairobi Forward-looking Strategies for the Advancement of Women			X
Programme 28				
International drug control c/				
Programme 29				
Crime prevention and criminal justice	1. Collaborative action against transnational crime			X
	2. Crime prevention planning and criminal justice management			X
	3. Crime prevention and criminal justice standards and norms			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
MAJOR PROGRAMME VI. REGIONAL COOPERATION FOR ECONOMIC AND SOCIAL DEVELOPMENT				
Programme 30				
Regional cooperation for development in Africa	1. Development issues and policies	X		X
	2. Economic cooperation and integration		X	
	3. Agricultural and rural development			X
	4. Marine affairs		X	
	5. Least developed, land-locked and island developing countries		X	
	6. Public administration and fiscal affairs			X
	7. Social development	X		
	8. Advancement of women			X
	9. Environment and development	X		
	10. Human settlements			X
	11. Industrial development		X	
	12. Trade development and cooperation			X
	13. Monetary and financial policies and strategies		X	
	14. Management of Africa's external debt	X		
	15. Natural resources	X		

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 30 Regional cooperation for development in Africa (continued)	16. Energy, including new and renewable sources of energy	X		
	17. Science and technology for development		X	
	18. Population	X		
	19. Transport and communications		X	
	20. Tourism			X
	21. Statistical development		X	
Programme 31 Regional cooperation for development in Asia and the Pacific c/				
Programme 32 Regional cooperation for development in Europe	1. Development issues and policies		X	
	2. Food and agriculture (including forestry products)	X		
	3. Environment		X	
	4. Human settlements	X		
	5. Industrial development	X		
	6. International trade and development finance	X		
	7. Energy	X		
	8. Science and technology	X		
	9. Transport, communications and tourism		X	
	10. Statistics	X		

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 33 Regional cooperation for development in Latin America and the Caribbean d/				
Programme 34 Regional cooperation for development in Western Asia	1. Food and agriculture		X	
	2. Development issues and policies		X	
	3. Environment		X	
	4. Human settlements			X
	5. Industrial development	X		
	6. International trade and development finance			X
	7. Natural resources	X		
	8. Energy issues			X
	9. Population		X	
	10. Public administration and finance	X		
	11. Science and technology			
	12. Social development and welfare			
	13. Women and development		X	
	14. Statistics			X
	15. Transport and communications			X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted 1992-1993	1994-1995	1996-1997
MAJOR PROGRAMME VII. HUMAN RIGHTS, FUNDAMENTAL FREEDOMS AND HUMANITARIAN AFFAIRS				
Programme 35				
Promotion and protection of human rights	1. Implementation of international instruments and procedures	X		
	2. Elimination and prevention of discrimination and protection of minorities and vulnerable groups	X		
	3. Advisory services and technical cooperation		X	
	4. Research, studies and standard-setting		X	
Programme 36				
International protection of and assistance to refugees e/	1. International instruments relating to the status of refugees or otherwise benefiting refugees			
	2. Effective implementation of refugee rights			
	3. Promotion and dissemination of principles of refugee law			
	4. Emergency response and relief, care and maintenance			
	5. Durable solutions			
	6. United Nations Relief and Works Agency for Palestine Refugees in the Near East			

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 37				
Disaster relief and mitigation, and special emergency programmes	1. Disaster relief coordination		X	
	2. Disaster mitigation		X	
	3. Disaster information		X	
	4. Special emergency programmes f/			
MAJOR PROGRAMME VIII. PUBLIC INFORMATION				
Programme 38				
Public information	1. Promotional services	X	X	X
	2. Information services	X	X	X
MAJOR PROGRAMME IX. CONFERENCE SERVICES				
Programme 39				
Conference and library services	1. Editorial and official records services	X		
	2. Meeting, interpretation and verbatim reporting services			X
	3. Translation services		X	
	4. Publishing services	X		
	5. Library information services			X
MAJOR PROGRAMME X. ADMINISTRATIVE SERVICES				
Programme 40				
Administrative direction and management	1. Internal audit services	X	X	X
	4. Technological innovations policies	X	X	X

Programme	Subprogramme	Biennium in which self-evaluation will be conducted		
		1992-1993	1994-1995	1996-1997
Programme 41				
Human resources management	1. Policy planning and analysis			X
	2. Recruitment, placement and career development			
	3. Staff administration and training		X	
	4. Medical and employee assistance			X
Programme 42				
Programme planning, budget and finance	1. Financial management and control systems		X	
	2. Contributions assessment and processing		X	
	3. Financial accounting and reporting		X	
	4. Treasury services		X	
	5. Programme planning, budgeting and monitoring		X	
	6. Financial services relating to peace-keeping matters		X	
	7. Evaluation and management advisory services			X
Programme 43				
General services	1. Security and safety	X		
	2. Electronic support services			X
	3. Field operations support f/			
	4. Commercial, procurement and transportation services		X	

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Programme	Subprogramme	Biennium in which self-evaluation will be conducted 1992-1993	1994-1995	1996-1997
Programme 43				
General services (continued)	5. Facilities management, maintenance and construction	X		
	6. Archives and records management		X	
Programme 44				
Services to the public	1. Sale of philatelic items		X	
	2. Commemorative medals and gift items		X	
	3. Sale of United Nations publications		X	
	4. Services to visitors	X	X	X

a/ Subject to any adjustments that may be needed in the light of the results of the eighth session of UNCTAD.

b/ Retained for reference purposes only in the medium-term plan for the period 1992-1997 (Official Records of the General Assembly, Forty-fifth Session, Supplement No. 6 (A/45/6/Rev.1), vol. I).

c/ Self-evaluation schedule will be prepared after the revision of the programme structure in 1992.

d/ Self-evaluation schedule will be prepared after the establishment of the ECLAC self-evaluation system.

e/ Evaluations not carried out at the subprogramme level.

f/ Biennium for self-evaluation will be determined later.